

**La Collette Low Rise Generation – Piling Contractor Package**

**Pre-Qualification Questionnaire**

**For the Main Contractor**

**Applications for this opportunity must be completed and returned in accordance with the instructions contained within Section 2 of this document.**

**Applications must be received from Applicants**

**By no later than 12 noon on Friday 2nd March 2018**



**La Collette Low Rise Regeneration – Piling Contractor Package**

**Pre-Qualification Questionnaire**

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 **1. INTRODUCTION**

1.1 Introduction/description of works

1.2 Andium Homes has a responsibility to ensure it considers and purchases in accordance with the principals of Best Value when procuring its goods and services.

1.3 In sourcing contractors that will provide the Service, Andium Homes is seeking to ensure that it identifies organisations that are:

* Legitimate;
* Financially stable
* Operate in a responsible manner, and in compliance with relevant legislation.
* Show a commitment to training and development.
* Please note that the La Collette Low Rise Development is subject to Andium

 Homes Board Approval

1.4 Organisations that are interested in tendering for the above works/project are therefore required to complete this document (‘the Pre-Qualification Questionnaire’ or ‘PQQ’). Responses will then be evaluated in accordance with the information contained therein. **Please note: responses will only be evaluated in accordance with the information submitted within the PQQ and not on historic relationships/information.**

1. **PROJECT SCOPE**
	1. The project is located at the existing Andium Homes La Collette residential site located along Green Street, St. Helier, Jersey, JE2 4TQ.
	2. The scheme includes the demolition of five existing low rise buildings and the construction of three new blocks to provide 147 units. The blocks will be connected to a podium slab over a basement car park.
	3. The site works will be undertaken under two contracts, the first will cover the below ground structure and the second will include the completion of the superstructure.
	4. The scope of works relates to the design and construction of the bearing piles, perimeter piled walls and associated temporary works. The piling contractor will be sub-contracted to the principal contractor who has overall responsible for the delivery of the whole project.
	5. This PQQ seeks to assess the interest of suitable specialist piling contractors and provide a shortlist who will be selected for a second stage ITT.
	6. The scheme’s cost plan estimates this element of the project to be circa £2,000,000.
2. **INSTRUCTIONS FOR APPLICANTS**
	1. This PQQ, and any responses made thereto by an Applicant (‘the Application’), will be used by Andium Homes to evaluate the Applicant and its suitability to receive an invitation to tender (‘the ITT’) for the Service.
	2. Applications will be evaluated and scored in accordance with the Scoring Matrix (Appendix 2 of this PQQ refers).
	3. Applicants are asked to complete this document electronically, saving additional information if required as directed to in the question. All Applications are to be made via the ProContract Housing Procurement Portal (‘the Portal’) only.
	4. **The deadline for the receipt by Andium Homes of all Applications (including Further Information) is 12 noon on Friday 2nd March 2018.**
	5. The PQQ asks many questions about the Applicant. The PQQ is designed to be completed and submitted electronically. Some questions require that Applicants answer 'yes' or 'no' by marking the appropriate box. Some questions require Applicants to submit short answers, and spaces are provided in which you can write your response.
	6. A response that an Applicant may give to one question may require the Applicant to submit further information (‘the Further Information’) in support of their answer. Further information should be submitted electronically, and instructions are provided at the appropriate point as to the format and labelling of Further Information.
	7. **Applicants are also asked to provide all Further Information with their Application, regardless of whether the Applicant believes Andium Homes may already currently have or previously had sight of the Further Information. Failure to submit the Further Information requested may result in the Applicant not receiving an evaluation for a particular question or Section.**
	8. Additional explanatory information relating to the questions being asked within the PQQ is given in *italics.* This includes details of the further Information that may be required.
	9. If an Applicant fails to answer any or all of the questions, then the Applicant may be excluded from further consideration by Andium Homes. Applicants should therefore make every effort to answer all sections of the PQQ. If a question is irrelevant to the Applicant, please enter ‘not applicable’.
	10. All responses and Further Information provided by Applicants should be provided in English.
	11. Please do not cross-reference any responses with any other communication that you may have previously had with the Housing Department. Only responses provided to this PQQ will be evaluated. Similarly, any and all marketing material offered by an Applicant not directly relevant to this PQQ will be discarded and will not be read or evaluated.
	12. Any questions that an Applicant may have about the PQQ or the procurement process should be submitted via the Portal only. If Andium Homes considers any question or request for clarification from an Applicant to be of material significance to this PQQ or other potential Applicants, both the query and the response will be forwarded to all the organisations which have registered their interest for this opportunity.
	13. **The deadline for receipt of any or all questions to be raised by Applicants in accordance with 2.12 above is 12 noon on 2nd March 2018.**
	14. Following the submission of your Application, should there be any significant changes to the Applicant which may alter or invalidate any information given within the Application, Applicants are asked to advise and notify Andium Homes at first instance.
	15. **WHERE** the Applicant is a Consortium[[1]](#footnote-1), responses should be given in respect of the proposed lead party of the Consortium, with relevant information also being provided in respect of the other members of the Consortium.
3. **TIMETABLE FOR THIS OPPORTUNITY**
	1. Andium Homes is seeking to administer this opportunity, and award the Contracts that may arise, in line with the following provisional timetable:

|  |  |
| --- | --- |
| Deadline for the receipt of Applicants’ questions, midday on: |  ***28th February 2018*** |
| Deadline for the receipt of Applications, midday on: | ***2nd March 2018*** |
| Publication of the Invitation to Tender (‘ITT’) | ***19th March 2018*** |
| Deadline for the receipt of Tenders, midday on: | ***13th April 2018*** |
| Award of Contracts | ***TBC*** |
| **Commencement of Contracts** | ***TBC*** |
| ***\* All dates are indicative, and Andium Homes reserves the right to amend these accordingly.*** |

1. **MANDATORY INFORMATION**
	1. The answering and response to certain questions within this PQQ is mandatory and a minimum requirement for the submission of a compliant response.
	2. Should an Applicant not provide a response to these questions, or the relevant supporting information (‘the Mandatory Information’), Andium Homes will consider the Application ‘non-compliant’, and will result in the Application not being evaluated by Andium Homes.
	3. The information supplied will be checked for completeness and compliance before responses are evaluated.
	4. The Mandatory Information is as follows:
		* + A PQQ document, completed in accordance with Section 2 of this PQQ;
			+ A response to all Questions within all Sections of this PQQ (including the provision of the Further Information requested).

|  |  |
| --- | --- |
| **SECTION A - Company Information** |   |
| **A1** Organisation Registered Trading Name |   |
| Trading as (if applicable) |   |
| Company Registration number |   |
| **A2** Correspondence Address |   |
| **Line 1** |   |
| **Line 2** |   |
| **Parish** |   |
| **Postcode** |   |
| **A3** Organisation Telephone Number |       |
| **A4** Organisation E - Mail Contact Address |       |
| **A5** Internet Website Address |       |
| **A6** Registered Office Address (if different from C2) |   |
| **Line 1** |   |
| **Line 2** |   |
| **Parish** |   |
| **A7** Please list the full names of any directors, company secretaries, partners, associates or other person occupying a position of authority or responsibility in the Applicant.  *Please enclose details on a separate Microsoft Word file titled ‘A7\_Relevant Persons’.* |
| **A8** Date Established |       |
| **A9** Type of Organisation (e.g. Private, PLC, Partnership, voluntary, charity, Consortium) |       |
| **A9a** If the Applicant is a Consortium, please state the name of the Consortium. |   |
| **A10** Main Contact |   |
| a) Name  |       |
| b) Position  |       |
| f) Mobile (optional)  |       |
| g) E-Mail |       |

|  |  |  |  |
| --- | --- | --- | --- |
| **A11** Have any of the people named by the Applicant in response to Question A7 of this PQQ: |   |   |   |
| Yes  | No | Enc |
| • Ever been employed by Andium Homes or the States of Jersey? |   |   |   |
| • Have a spouse or relative who is either a States Member, or who is employed at a senior level by either Andium Homes or the States of Jersey? |   |   |   |
| • Have not fulfilled obligations related to payment of taxes and social security contributions in Jersey or elsewhere? |   |   |   |
| • Have an involvement in any other organisation(s) that provides goods or services to Andium Homes? |   |   |   |
| *If ‘Yes’ to any of the above, please enclose details on a separate Microsoft Word file titled ‘A11\_Disclosure’.* |
|  |  |  |  |  |
| **A12** In the last 3 years has the Applicant, Director or Partner of the Company (including but not limited to those identified within the Applicants response  | Yes | No  | Enc |
|   |   |   |
| to Question A7 of this PQQ), (or any members of the Consortium represented by the Applicant) been convicted of any offence under the Health & Safety at Work (Jersey) Law 1989 or UK equivalent? |
| *If ‘Yes’, please enclose details on a separate Microsoft Word file titled ‘A12\_Health\_and\_Safety’.* |
|  |  |  |  |  |
| **A13** In the last 3 years has the Applicant, Director or Partner of the Company (including but not limited to those identified within the Applicants response | Yes | No | Enc |
|   |   |   |
| to Question A7 of this PQQ), (or any members of the Consortium  |
| represented by the Applicant) received an Improvement notice or Prohibition notice for any offence under the Health & Safety at Work (Jersey) Law 1989 or UK equivalent. |
| *If ‘Yes’, please enclose details on a separate Microsoft Word file titled ‘A13\_Health\_and\_Safety' and confirm any improvements that have been made.* |
|  |  |  |
| **A14** Can your organisation confirm that they are working in accordance with Control of Housing and Work (Jersey) Law 2013, if applicable? | Yes / No delete as appropriate. If yes please supply registration numberNon Jersey suppliers will need to familiarise themselves with the requirements and apply for a licence if appropriate |
|  |  |
| **A15** Based on work load how many employees do you have available to carry out the works in the timeframe described in section 1? *Please type your answer in the box.* |   |
|  |  |  |
| **A16** The Applicant is asked to please confirm their agreement to receiving payment by Bank Authorised Clearing Service (‘BACS’) Systems? *Delete as appropriate.* | Yes | No  |
|
|
|  |  |  |
| **A17** *Please enclose details of any other relevant addresses or depots or premises from which the Applicant may operate on a separate Microsoft Word file labelled ‘A19\_Relevant\_Addresses’. If not relevant please type NA in the box.* |  |   |
|  |  |  |
| **A18** Have any of the people named by the Applicant in response to Question A7 of this PQQ been subject to bankruptcy, insolvency or receivership proceedings? *Delete as appropriate.* | Yes | No |
|
| *If ‘Yes’, please enclose details on a separate Microsoft Word file titled ‘A20\_Disclosure’.* |
|  |
| **A19** Andium Homes seeks permission to make enquiries with the relevant authorities including but not limited to the Department of Regulation of Undertakings and Social Security regarding any information submitted as part of this Application. |
| *By placing an X in the box you are agreeing to any such enquiry being made and consent to any relevant information being passed on to Andium Homes.* |  |

**END OF SECTION A**

|  |
| --- |
| **SECTION B - Financial Status and Legitimacy** |
| *Suppliers applying for this Contract must demonstrate that they operate in accordance with all relevant company, taxation, and social security legislation.* |
|
|
|  |   |   |
| **B1** Andium Homes may use a credit reference agency to check financial status should your subsequent tender be competitive. (If the financial status check reveals any anomalies, Andium Homes reserve their right to reject the tender.) | Yes | No |
| Do you object to a financial check being carried out on your organisation? *Delete where appropriate.* |
|   |   |   |
| **B2** Please confirm that your organisation tax payments are up to date by deleting where appropriate | **Up to date** | **Not up to Date** |
| (Evidence in the form of tax certificate to authenticate will be requested at Tender stage to authenticate your response to this question.)  |
| Applicants who are not up to date are required to state why and give details of any arrangement with the Tax Department to enable the Applicant to become up to date. This information will be used by Andium Homes when evaluating the PQQ. |
| *Applicants must submit this response on a separate Microsoft Word file titled ‘B2\_Tax’* |
|  |
| **B3** Please confirm that your organisation Social Security or National Insurance payments are up to date by deleting where appropriate | **Up to date** | **Not up to Date** |
| (Evidence in the form of a letter from Social Security or National Insurance to authenticate will be requested at Tender stage to authenticate your response to this question.)  |
| Applicants who are not up to date are required to state why and give details of any arrangement with the Social Security Department or National Insurance to enable the Applicant to become up to date. This information will be used by Andium Homes when evaluating the PQQ. |
| *Applicants must submit this response on a separate Microsoft Word file titled ‘B3\_Contributions’* |

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **B4** Applicants are asked to complete the following table for the most recent 3 completed years of trading (most recent year first), for all trading within the Applicant only (i.e. **not including** other members of the Consortium). Applicants are also asked to identify and include values of any current contracts not yet competed which need to be considered when calculating company turnover.**Responses will be evaluated based on the following calculations**

|  |  |  |
| --- | --- | --- |
| **Turnover (includes this project being tendered and all existing contracts being undertaken which are not yet complete) These turnover figures should be relevant to the section of the company proposing to carry out the works, not the whole group of companies.** |  |  |
| Annual Turnover =< Project Value |  |
| Annual Turnover up to 2x Project Value |  |
| Annual Turnover up to 3x Project Value |  |
| Annual turnover > 3x Project Value |  |

*Please enclose details on a separate Microsoft Word file titled ‘B4\_Value of Current and not yet completed contracts*’ |
| **Year** | **Period (MM-YY)** | **Turnover (£)** |
| **From** | **To** |
| 1 |   |   |   |
| 2 |   |   |   |
| 3 |  |  |  |
|  |  |  |  |
| **B5** Andium Homes may request a copy of your company accounts from the last financial year before placing this contract. Do you have any objections to supplying this information if requested by Andium Homes? |
| *Delete as appropriate* | **Object** | **Do not object** |
|  |  |
| **B6** The selected Contractor will be required to obtain a Performance Bond of 10% of the contract sum. This applies to all Andium Homes projects with a value in excess of £1 million. The Bond must be obtained from a Bondsman recognised by Andium Homes and include the agreed wording required by Andium Homes. The successful contractor must execute the bond within 3 weeks of being notified that the tender is successful and prior to being awarded the contract. *Applicants are required to confirm their understanding of this by placing an X in the box.* |   |
|  |  |
| **B7** Please state the maximum contract sum you are able to obtain a bond for at present. |   |

**END OF SECTION B**

|  |
| --- |
| **SECTION C - Insurance Details:** |
| **C1** Andium Homes **requests evidence** that all of our contractors have in place relevant insurances required to comply with minimum statutory and mandatory requirements, and to ensure the safe provision for their employees and members of the public. |
|  |  |
| *Applicants are therefore asked to complete the following table in full, and provide copies of certificates saved as ‘.pdf’ format files, labelled as follows:'C1\_Employers', 'C1\_Public’.* |
|
| Required Employers Indemnity\* | Your Cover |
| **(minimum required by Department £10,000,000.00)** | £      |
|  |
|   | Start Date |
|  |
|   | Expiry Date |
| Required Public Liability Indemnity\* | Your Cover |
| **(minimum required by Department £5,000,000.00)** | £      |
|  |
|   | Start Date |
|  |
|   | Expiry Date |

|  |
| --- |
| **C2** If your insurance certificates do not clearly show the amount of cover or the cover is insufficient at this time, Applicants are asked to provide a letter from their Insurers confirming that there are no reasons why the minimum levels of cover above may not be obtained in the future, AND that the Applicant will ensure that such levels of cover would be in place, were the Applicant to be successful with a tender. |
| *Applicants are asked to include this letter as an attachment, saved as ‘pdf’ format file, labelled ‘C2\_Reference’.* |

**END OF SECTION C**

|  |
| --- |
| **SECTION D - Health and Safety** |
| *Andium Homes takes the health, safety and welfare of all of our stakeholders very seriously. In addition, it expects the same commitment from all of our contractors. As a minimum, the Applicant is expected to ensure that their staff and any sub-contractors they employ are adequately trained in all matters of health, safety and welfare, relative to the tasks that they are asked to carry out.* |
|  |
| **D1** Please provide a copy of your current; |
| * Health and Safety **Statement** (for Applicants that employ less than 5 full-time employees)
 |
| * Health and Safety **Policy** (for Applicants that employ more than 5 full-time employees)
 |
| The documents submitted must be signed and dated by hand by the managing Director or senior partner. All documentation supplied must meet and be specific to the requirements of Jersey legislation.Any document submitted that does not meet the above criteria will constitute a fail for this part of the PQQ and will result in your application being rejected. |
| ***Applicants must submit this response*** *on a separate Microsoft Word file titled ‘D1\_Health\_and\_Safety’.* |
|  |
| **D2** Please provide evidence of the following in the form of current certification;* That all personnel employed by you who will work on or visit our sites have received Asbestos Awareness Training.
* That all personnel employed by you who will work on or visit our sites hold a current JSAT card or UK equivalent.

   |
| *Applicants must submit this evidence on a separate Microsoft Word file titled ‘D2\_Evidence.* |
|

|  |  |  |
| --- | --- | --- |
| **D3** Please mark each box with an X to signal agreement with the following; | Yes | No |
| * That you will ensure that any subcontractor you employ to work on or visit this project will have received Asbestos Awareness Training. And that you will keep copies of certificates for inspection by Andium Homes if required.
 |  |  |
| * That you will ensure that any subcontractor you employ on this project will hold a current JSAT card or UK equivalent. And that you will keep copies of certificates for inspection by Andium Homes if required.
 |  |  |

**END OF SECTION D** |
| **SECTION E - Experience and Capability** |
| *Applicants must demonstrate that they have the ability and experience to fulfil any orders and contractual obligations that they may be given from a Contract, to the standards required by Andium Homes.*  |
|  |
| **E1** Applicants are requested to describe their previous experience of providing works similar to those as described in Section 1 of this document. (Maximum of 1000 words and without diagrams or graphics). |
|  |
| Applicants’ response should include as a minimum, details of at least 3 case studies (‘the Case Studies’) of works similar to those as described in Section 1. Applicants should have obtained their Clients permission to refer to them within their responses to this Question.  |
|   |
| **Responses will be evaluated based on how the applicant addresses the following points;** |
|         |
| RelevanceSize of projectStaffing for project and experienceCapacityThe responses given to this section will be evaluated using the scoring key.  |
| ***Applicants must submit this response*** *on a separate Microsoft Word file titled ‘E1\_Relevant\_Experience.* |
|  |
| **E2** Applicants are requested to describe their approach to training and development of their staff.(maximum of 500 words, and without diagrams or graphics),  |
| **Responses will be evaluated based on how the applicant addresses the following points;** |
| * Details of assessments and appraisals undertaken
 |
| * Skills analysis
 |
| * Details of formal training courses that staff have been on
 |
| *Applicants must submit this response on a separate Microsoft Word file titled ‘E2\_Training\_and\_Development’.* |

**END OF SECTION E**

|  |
| --- |
| **SECTION F - Quality Management** |
| **F1** Applicants are requested to describe their approach to managing the quality of their service and ensuring that completed projects are timely, to budget and of a high quality. (maximum of 500 words, and without diagrams or graphics), please provide evidence/details. |
| **Responses will be evaluated based on how the applicant addresses the following points ;** |
| 1. Do you have a policy and organisation for quality management?
2. Do you have arrangements for ensuring that your quality management, including the quality of construction output and general performance, is effective in reducing/preventing incidents of sub-standard delivery?
3. Do you have arrangements for providing your workforce with quality related training and information appropriate to the type of work for which your organization is likely to bid?
4. Do you have procedures for periodically reviewing, correcting and improving quality performance?
5. Do you have arrangements for ensuring that your own suppliers/sub-contractors apply quality management measures that are appropriate to the work for which they are being engaged?
 |
| The responses given to this section will be evaluated using the scoring key.  |
|  |
|  |
|  |
| ***Applicants must submit this response*** *on a separate Microsoft Word file titled ‘F1\_Quality\_Management’.* |

**END OF SECTION F**

|  |
| --- |
| **SECTION G - Environmental Management** |
| **G1** Applicants are requested to describe their approach to environmental management, as a part of the delivery of their service and works undertaken. (maximum of 500 words, and without diagrams or graphics). *Please note that to attain full marks for this question you must be registered as or in the process of registering as an ECO-ACTIVE Business or UK equivalent scheme. Please note that proof may be sought before contract placement.* |
| **Responses will be evaluated based on how the applicant addresses the following points ;** |
| * Details of formal policy documentation worked to
 |
| * Process and procedure for management of waste including recycling and reusing of waste
 |
| * Water management
 |
| * Energy management
 |
| * Environmental audit process within the organisation
 |
| * ECO-ACTIVE registration of the organisation or UK equivalent scheme
 |
| ***Applicants must submit this response*** *on a separate Microsoft Word file titled ‘G1\_Environmental\_Management’.* |

|  |  |  |
| --- | --- | --- |
|  | **For further information on how to become an ECO-ACTIVE business please email eco-active-business@gov.je or phone 01534 441600.** |  |

**END OF SECTION G**

|  |
| --- |
| **Section H- Required Information Checklist** |
| Section  | Question | Mandatory | Response dependant | Enclosed |
| **A** | 7 | **** |  |   |
| **A** | 11 |  | **** |   |
| **A** | 12 |  | **** |   |
| **A** | 13 |  | **** |   |
| **A** | 17 |  | **** |   |
| **A** | 18 |  | **** |   |
| **B** | 2 | **** |  |   |
| **B** | 3 | **** |  |   |
| **B** | 4 |  | **** |  |
| **B** | 6 | **** |  |  |
| **C** | 1 | **** |  |   |
| **C** | 2 |  | **** |   |
| **D** | 1 | **** |  |   |
| **D** | 2 | **** |  |   |
| **E** | 1 | **** |  |   |
| **E** | 2 | **** |  |   |
| **F** | 1 | **** |  |   |
| **G** | 1 | **** |  |   |

**END OF SECTION H**

**APPENDIX 1. EVALUATION APPROACH**

**Applicant Selection**

The objective of the selection process is to assess the responses to this questionnaire and select potential contractors (‘the Applicants’) to proceed to the next stage of the procurement.

The selection criteria will consider:

1. Contractor Acceptability and past performance;
2. Economic and Financial Standing – the contractor must be in a sound financial position to participate in a procurement of this size;
3. Contractor's Ability and Technical Capacity – assessment of the totality of resources and core competencies available to the contractor.
4. Contractor’s approach to Quality Management
5. Contractor’s approach to Environmental Management

The information supplied will be checked for completeness and compliance before Applications are evaluated. Where, in the opinion of Andium Homes (which is final), the information provided is inadequate, the Applicant may be excluded from further evaluation.

Andium Homes intends to award any contract based on the most economically advantageous tender, considering both price and quality considerations.

**APPENDIX 2. PQQ Scoring Matrix**

|  |  |  |  |
| --- | --- | --- | --- |
| **Question Ref** | **Question** | **Evaluation Method** | **Maximum Available Score** |
| **A) Organisation details** |  |
| A1 to A18 | Organisation details | **\*See comments below** | N/A |
| **B) Financial Status and Legitimacy** |  |
| B1 | Credit Check | **\*See comments below** | Pass / Fail |
| B2 | Bank Reference | Assessed | Pass / Fail |
| B3 | Accountant Reference | Assessed | Pass / Fail |
| B4 | Turnover  | Scored | 20 |
| B5 | Company Accounts | **\*See comments below** | N/A |
| B6 | Bond | Assessed | Pass / Fail |
| **Insurance Details** |  |
| C1 & C2 | Evidence of Cover | Assessed | Pass / Fail |
| **D) Health and Safety** |  |
| D1 | Health and Safety Documentation | Assessed | Pass / Fail |
| D2 | Passport to Safety & Asbestos Awareness | Assessed | Pass / Fail |
| D3 | Subcontractor Compliance | Assessed | Pass / Fail |
| **E) Experience and Capability** |  |
|  E1**\*\*** | Relevant Experience/Capability | Scored | (25/30) 55 |
| E2 | Training and Development | Scored | 10 |
| **F) Quality Management** |  |
| F1 | Approach to Quality Management | Scored | 10 |
| **G) Environmental Management** |  |
| G1 | Approach to Environmental Management | Scored | 5 |
| **Total Maximum Score Available** | **100** |

**\*** **Andium Homes reserves the right to review the responses received from the Applicant and fail the Applicant should the information provided not be acceptable to Andium Homes (such right being applied rigidly, though not vexatiously or without merit).**

**\*\*FAILURE TO demonstrate THE REQUIRED relevant experience and capability to Andium Homess satisfaction WILL RESULT IN A FAILIURE AND YOUR APPLICATION BEING REJECTED.**

**End of PQQ Document.**

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1. A **consortium** is defined as an association of two or more individuals, companies, or organisations (or any combination of these entities) with the objective of participating in a common activity or pooling their resources for achieving a common goal. [↑](#footnote-ref-1)